

14 March 2003

TO: (First & Last Name)
DCMA (Contractor)
(Street Address)
(City), MA (Zip Code)

FROM: John Doe
(Contractor), Corporate Liaison Officer,

SUBJECT: (Contractor) Comprehensive Subcontracting Plan
Fiscal Year 2003

Attached is the (Contractor) Comprehensive Subcontracting Plan for Fiscal Year 2003. This plan is for company wide use in all (Contractor) contracts and subcontracts in support of the Department of Defense. The goals established under this plan is consistent with the (Contractor) Corporate restructuring that became effective 01 January 2003. Other revisions include: business organization structure, goal projections by business, organization chart, programs considered for goal projections, explanation for goal projections, past performance chart to include year end Fiscal Year 2002 performance, And approval signatures.

Goal projections for the individual organizations are attached to support the company wide goals. However, performance measurement is intended against the Company wide goals listed in the plan. Biannual reports will include both Company wide and individual organization performances.

Small Business performance improvement initiatives have been included to comply with the direction from the Department of Defense Office of Small and Disadvantaged Business Utilization for preparation of Fiscal Year 2003 Comprehensive Subcontracting Plans.

Historical performance for the last five years has also been included to assist in determining (Contractor) progress and benefits to the small business community derived from participation in the Comprehensive Subcontracting Plan "Test Program".

(Contractor) is pleased to continue participation in the Comprehensive Subcontracting Plan "Test Program". We believe this program facilitates a more strategic approach to the overall objective of furthering opportunities for small business concerns.

(CONTRACTOR)
Comprehensive Subcontracting Plan
for Utilization of Small, Small Disadvantaged, and Women-Owned Small Business
in Department of Defense Contracts

This plan is prepared in accordance with Section 834 of Public Law 101-189 and is pursuant to Federal Acquisition Regulations (FAR) Subpart 19.7 and 52.219-9, DFAR 252-219-7004. This plan is applicable to all Department of Defense prime contracts or subcontracts entered into by (Contractor) (RC).

Revision Effective: 31 March 2003 through 30 September 2003

Comprehensive Subcontracting
Plan Administrator:

John Doe
Title: Corporate Liaison Officer
(Contractor) Supplier Diversity
Location: (Street Address)
(City, State, Zip)
Telephone: (Telephone Number)
Approved: _____

(John Doe)
Title: Vice President, (Contractor) Enterprise
Supply Chain Management

The signature of the following authorized Cognizant Government representative evidences approval of this Comprehensive Subcontracting Plan.

Approved: _____
(First & Last Name)
Defense Corporate Executive
Defense Contract Management Agency
(City, State, Zip)
(Telephone Number)

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(CONTRACTOR) COMPANY COMPREHENSIVE SUBCONTRACTING PLAN

I. INTRODUCTION

(Contractor) is pleased to participate in the Department of Defense Comprehensive Subcontracting Plan Test Program. Through this plan (Contractor) has established company-wide goals for the utilization of small (SB), small disadvantaged (SDB), women-owned small businesses (WOSB), small businesses located in HUB Zones (SBHZ), veteran owned small businesses (VOSB), service disabled veteran owned small businesses (SDVOSB), and historically black colleges, universities (HBCU) and minority institutions (MI). The Chairman and Chief Executive Officer of (Contractor) has committed the Company's resources to further the government policy that these entities shall have maximum practicable opportunity to compete for subcontract awards consistent with the efficient performance of all government contracts.

II. OVERVIEW

Company Overview

(Contractor) is one of the largest U.S. military contractors with over \$ XXX billion dollars in annual sales. (Contractor) is organized around seven companies:

- (Contractor) Aircraft Company
- (Contractor) Integrated Defense Systems
- (Contractor) Intelligence and Information Systems
- (Contractor) Missile Systems
- (Contractor) Network Centric Systems
- (Contractor) Space and Airborne Systems
- (Contractor) Technical Services

(Contractor) has locations throughout the United States with primary facilities in (list states). Purchasing and supplier diversity personnel are located in each of these operating facilities and in the Corporate Headquarters located in (City, State).

See Exhibit 1, (Contractor) Organization Chart.

Supplier Diversity Program Overview

Under this Comprehensive Subcontracting Plan, (Contractor) will focus on increasing the quantity and quality of participation by SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs in subcontracting opportunities. Specific goals are included in this plan for each of these business categories. These goals apply to all (Contractor) contracts and subcontracts entered into in support of Department of Defense contracts. In addition, separate goals for four Selected Industry categories, determined to be traditionally unavailable to SB, SDB, and WOSB, have also been established in this plan.

Management Commitment

(Contractor) recognizes that SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns are a vital resource and a valuable asset to the successful performance of our

programs. (Contractor)'s Vice President of Supply Chain Management Mr. (John Doe) serves as the Company's Supplier Diversity Executive. His leadership in this area flows through the Supply Chain Management Organization as the Chair of (Contractor)'s Supplier Diversity Council. The Supplier Diversity Executive has also designated the Director of (Contractor)'s Supplier Diversity Program to serve as the Company Liaison Officer (CLO) and lead a Supplier Diversity Network in implementing Company Policy relative to the government's Socioeconomic Programs. The designated CLO also serves as the Comprehensive Subcontracting Plan Administrator.

See Exhibit 2, (Contractor) Supply Chain Management Organization Chart.

The Supply Chain leadership of each (Contractor) Organization serves as that organization's Supplier Diversity Executive. Collectively these executives comprise (Contractor)'s Supplier Diversity Council under the leadership of (Contractor)'s Vice President of Supply Chain Management. Each of these executives has designated a Supplier Diversity Business Unit Leader (SDBL) to assist (Contractor)'s Supplier Diversity Program Director in developing and implementing strategies to assure Program consistency and compliance throughout (Contractor).

See Exhibit 3, (Contractor) Supplier Diversity Organization Chart

The SDBLs serve as the business unit Small Business Liaison Officers (SBLOs) and have responsibility, through the network of Supplier Diversity Advocates (SDAs), for Program management and compliance within in the Business Units. Supplier Diversity Advocates are assigned to major supply chain operations and together with the SDBLs concentrate on maximizing business opportunities for SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs; participating in federal procurement counseling conferences; and investigating referrals made by government agencies. SDBLs also arrange for and provide counseling and assistance in engineering, quality, financial, procurement, and production management related issues to small business concerns.

Strategic Procurement Process

Supplier Diversity is addressed throughout the Supply Chain Management Process. Each Supply Chain Management Organization maintains a strategic sourcing process that includes source selection, cost measurement, and alternate source development decisions. This process also ensures the participation of small business concerns, consistent with government contracting and sound business practices, in the competition for procurement opportunities. (Contractor)'s Enterprise Material Sourcing team (REMS) managers serve as Supplier Diversity Advocates for their respective commodities. These managers assure supplier diversity strategies are addressed and government regulations have been adhered to in developing procurement recommendations.

The Supplier Diversity program goals stated in this plan include stretch targets for each of the REMS agreement teams. The Supply Chain Leader for REMS serves on the Company Supplier Diversity council and assures the REMS managers work with the SDA Network in developing and implementing strategies to achieve these goals. SDAs assigned to strategic agreement and major procurement teams serve as a resource for identifying SB, SDB, WOSB,

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and SBHZ, VOSB, SDVOSB, and HBCU/MLs. SDAs also use this forum to provide training and continuing education on Supplier Diversity Program issues.

Past Performance

(Contractor) has a history of successful Supplier Diversity Program performance as demonstrated below:

- Exceeding the government goal of 5% SDB awards for the past six years
- Exceeding the government Small Business goal for the last eleven years
- Recognition by local DCMA organizations and other federal agencies for outstanding or exceptional accomplishments in the area of Supplier Diversity
- Recipient of Five NUNN-PERRY Mentor-Protégé Awards
- Recipient of the DoD Director's Mentor-Protege Award
- Seven consecutive years of nominating the Regional and / or National U.S. SBA Subcontractor of the Year Award recipient
- Recipient of two Dwight D. Eisenhower Awards

(Contractor) Past Performance

	%	SDB \$	%	WOSB \$	%	SB \$	%	LB \$	TB \$
1997	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	\$0
1998	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	\$0
1999	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0	\$0
2000	0.0	\$0	0.0	\$0	45	\$0	0.0	\$0	\$0
2001	0.0	\$0	0.0	\$0	44	\$0	0.0	\$0	\$0
2002	0.0	\$0	0.0	\$0	43	\$0	0.0	\$0	\$0
2003	0.0	\$0	0.0	\$0	38	\$0	0.0	\$0	\$0

III. COMPANY POLICY

It is (Contractor)'s policy to comply fully with the provisions of Section 211 of Public Law 95-507, Section 1207 of Public Law 99-661, Section 806 of Public Law 100-180, Section 7106 of Public Law 103-355, Section 502 of Public Law 105-135 and Section 502 of Public Law 106-50 and the regulations issued by federal agencies to implement the requirements of these laws. (Contractor) is committed to providing small business, small disadvantaged business, women-owned small business, small businesses located in HUB Zones, veteran and service disabled veteran owned small businesses, and historically black colleges and universities and minority institutions the maximum practicable opportunity to participate in subcontracts awarded by (Contractor).

(Contractor) written policies, procedures, and Company purchase order terms and conditions support the Company's Supplier Diversity Program commitment and comply with the requirements of the Federal Acquisition Regulation. Included in the Company's commitment are considerations for small, small disadvantaged, women-owned small businesses, small businesses located in HUB Zones, and historically black colleges, universities and minority institutions, veteran and service disabled veteran owned small businesses. (Contractor)'s

terms and conditions also provide consideration for equal employment opportunity, employment of handicapped persons, veterans, environmental protection, and make-or-buy procedures.

Functional directives for program consistency and compliance in supply chain management and throughout (Contractor) Company are provided through this Comprehensive Subcontracting Plan.

IV. COMPANY-WIDE GOALS

(Contractor) has committed, at the Company level, to achieving the stated in this plan.

The following goals are submitted for Fiscal Year 2003 in support of Department of Defense Contracts:

**(Contractor) Fiscal Year 2003
Supplier Diversity Program Goals**

SDB \$	%	WOSB \$	%	SB \$	%	TB \$	%
\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0
HUB Zone \$	%	Veteran \$	%	SD Veteran \$	%	HBCU/MI \$	%
\$0	0.0	\$0	0.0	\$0	0.0	\$0	0.0

- ***The Goal for HBCU/MIs is 0.0% of the total awards to Educational Institutions. (\$0)***

Basis for Establishing Goals

The individual organization goals were developed based on past performance and Fiscal Year 2003 DoD procurement requirements projected subsequent to the Company reorganization. The ability to locate and qualify new sources in various small business categories and (Contractor)'s ability, combined with customer willingness to accept the risk of new sources, were included in the process of establishing the goals stated in this plan.

Each organization will continue to evaluate program requirements and develop an individual plan of action to attain the goals stated herein. The over all Company Goals listed above have been decreased from the adjusted individual organization goal projections in exhibit 5 to more appropriately reflect company wide performance. Small business, small disadvantaged business, HUB Zone, veteran, and service disabled veteran goals are lower. The woman owned small business goal and the HBCU/MI goal is higher.

See Exhibit 5 Individual Goal Projections

Indirect and Overhead Costs

The goals contained in this plan include indirect and overhead procurement projections. The total company spend is 30% indirect and 70% direct. However, that percentage varies across businesses. Input from each business, represents the specific contribution of indirect spend in relationship to Department of Defense business. Estimates of the projected commitments from each operating site are applied proportionally to their Department of Defense projected commitments. The following list is representative of the products and services that are included in the indirect and overhead projections:

-
- | | |
|---------------------------|-------------------------------------|
| • Office supplies | • Office Furniture |
| • Media Services | • Construction and related Services |
| • Test Equipment | • Temporary Labor Services |
| • Transportation Services | • Telecommunication Services |
| • Chemicals | • Software |
| • Packaging Supplies | • MRO Products |

(Contractor) will notify the Department of Defense and the Defense Contract Management Agency in the event of a substantial change in the estimated subcontract award projections (based on program termination or delays, the acquisition of new business, etc.) during Fiscal Year 2003.

Major Programs Considered in Goal Projections

(Contractor) established goals based on historical performance trends against potential program releases in similar contract. . Contracts and potential awards in this baseline include, but are not limited to:

AMRAAM , PATRIOT, GBR, HAWK, AEGIS, SPS-49, SEASPARROW, SPARROW, ALQ-184, JTCTS, SM-2, SQQ-32, NESP, MILSTAR, EFOG-M, Digital Airport Surveillance Airport System (DASR), JVC 50 Lot, CCSMK2, Saudi Phase III Hawk, ASTOR, NESP HDR, and T3, HARM, JAVELIN, , PAVEWAY, ISAR, CITV, Army HPCP, Air Force RIGSP, U-2 ALS, Big Safari RC-135 ALS, Tomahawk, LEAP, ASRAAM, Stinger, Phalanx, F-15, F-15 AESA Dev, F18 Radars, F-22 Processor Upgrades, AAS-44 (LAMPS) AN/AAQ-16 Thermal Imager, IBAS, SADA II, ITAS,DD (X). NIMA IDS-D, MSMS, Air Force GBS, NAW/STRICOM Live Training, US Navy Guam Operations, NAVAIR Support Services, THAAD, TXBR, AIM 9X, AIM 9M, EKV, BAT, SVML, TOW, RAM, Standard Missile, JSOW, Maverick, NMCI, RLCEU, APG-63, AN/APG-77 AESA, ASQ-228 ATFLIR, Unmanned Combat Systems, APL-5, Millennium, Space Based Missile Defense, and JPATS.

Principle Products to be Subcontracted

As a large defense, aircraft, and commercial electronics contractor, (Contractor) places subcontracts for a wide variety of goods and services to support ongoing programs. The principle products and services with potential for subcontracting with SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs include but are not limited to the following:

- | | |
|--|--|
| • Electronic Components and Assemblies | • Electro Mechanical Components and Assemblies |
| • Raw Materials | • Sheet Metal Parts and Assemblies |
| • Semiconductors and Hybrid Components | • Power Devices |
| • Microwave Components and Assemblies | • Electro-optical Devices |
| • General Services and Supplies | • Engineering and Logistical Support Services |
-

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- Program Direct Software and Software Support Services
- Hardware

V. SELECTED INDUSTRY CATEGORIES

(Contractor) has designated the following four Selected Industry Categories for special goal accomplishment efforts:

- Telecommunication & Networking Equipment (T&NE)
- Systems Integration & Software Development Support (SI&SDS)
- Tool & Test Equipment (T&TE)
- Engineering, Accounting & Research Development (EA&RD)

These four categories have been identified as areas wherein subcontract awards have not historically been made available to small disadvantaged, and women owned small businesses. The goal projections are based on company wide utilization of these commodities. Performance will be reported to reflect each organization's contribution to these goals:

Selected Industry Category Goals

Category	%	SDB \$	%	WOSB \$	%	SB \$	TB \$
T&TE	0.0	\$0	0.0	\$0	0.0	\$0	\$0
SIS	0.0	\$0	0.0	\$0	0.0	\$0	\$0
T&NE	0.0	\$0	0.0	\$0	0.0	\$0	\$0
EA&RD	0.0	\$0	0.0	\$0	0.0	\$0	\$0

The engineering, accounting and research development category was included to assist in identifying opportunities for subcontracting with historically black colleges, universities, and minority institutions. All of the designated categories are on the Department of Commerce listing of NAIC Codes eligible for incentives.

The Supplier Diversity Network, working in conjunction with the, Strategic Agreement Teams, and general buying organizations will aggressively pursue procurement opportunities for SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI sources in these selected industry categories. (Contractor)'s protégés, under the DoD Pilot Mentor Protégé Program and Company-wide participation in minority and women-owned business associations around the country will be used to a greater extent to meet all of the goals established under this plan. Special efforts will also be made during the following activities to locate and counsel SB, SDBs, and WOSBs in these selected industry categories:

- U.S. Small Business Week Conference and Trade Fair
- Minority Economic Development Week Conference and Trade Fair
- National Minority Supplier Development Council Annual Conference and Trade Fair
- Regional Minority Business Opportunity Days
- National Center for American Indian Economic Development Annual Reservation
- Economic Summit
- Government and Industry sponsored trade fairs around the country

VI. Implementation—Comprehensive Subcontracting Plan

(Contractor)'s Comprehensive Small Business Subcontracting Plan has been prepared in accordance with the requirements of Section 7103 of the Federal Acquisition Streamlining Act of 1999 (Pub. L. 103-55), which extended the period of the test program through September 2003. Additionally, this Plan complies with the eleven elements set forth in paragraph (d) of the clause at FAR 52.219-9 entitled "Subcontracting with Small and Small Disadvantaged Business Concerns". It also complies with the requirements of Federal Acquisition Regulation (FAR), Subpart 19.7 and the Defense Federal Acquisition Regulation (DFARS), Subpart 219.7.

Applicability

This Comprehensive Subcontracting Plan shall apply to all Department of Defense prime and subcontracts existing at the time of approval and awarded through September 30, 2003. Individual subcontracting plans and Standard Form 294 reports, (Subcontracting Report for Individual Contracts) will not be required for any Department of Defense contracts during (Contractor)'s participation in the "Comprehensive Subcontracting Plan Test Program".

Awards made to large businesses, in support of DoD contracts will continue to require the adoption of a subcontracting plan as required by clause at FAR 52.219.9

Notification of approval of this plan will be provided by the Administrative Contracting Officer (ACO), allowing for the modification of all active (Contractor) Department of Defense contracts containing individual subcontracting plans. ***An Individual change order to each DoD contract will not be required.***

Review Process

The DCMA will conduct annual reviews of (Contractor)'s performance under the Comprehensive Subcontracting Plan Test Program in accordance with the previously negotiated and approved Review Process Plan. (Contractor) will support additional customer reviews as necessary to determine the effectiveness of the Comprehensive Subcontracting Plan "Test Program" in increasing opportunities for small firms performing under Department of Defense contracts.

Termination or Withdrawal from Program

(Contractor) shall negotiate and establish individual subcontracting plans on new contracts or modifications exceeding \$500,000.00 (\$1,000,000.00 for construction) on pre-existing Department of Defense Contracts upon termination or (Contractor)'s withdrawal from the Comprehensive Subcontracting Plan "Test Program".

A. PLAN ADMINISTRATOR

Corporate Liaison Officer

At the direction of executive management, the Corporate Liaison Officer, Ms. Jane Doe, has responsibility for the development, implementation and management of this Comprehensive Subcontracting Plan and the Company's Supplier Diversity Programs. (Contractor) reserves the right to substitute another qualified individual should the need arise.

The duties of the Plan Administrator include, but are not limited to:

- 1.0 Negotiate the Comprehensive Subcontracting Plan with the cognizant Corporate Administrative Contracting Officer and obtain concurrence from the U. S. Small Business Administration.
- 2.0 Manage and oversee the company-wide network of Supplier Diversity Business Unit leaders (SDBL) and provide advocacy for the Supplier Diversity Program objectives.
- 3.0 Coordinate the management and implementation of (Contractor)'s Supplier Diversity Program with the SDBLs, negotiate each organization's contribution to the (Contractor)'s annual SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI goals. Assure the SDBLs and SDAs assist in implementing supplier diversity initiatives in the Supply Chain Management Process through strategic agreement and major procurement team participation.
- 4.0 Assure all Supply Chain Management Organizations provide supplier diversity statistical reporting to facilitate the timely submittal of government SF 295 reports.
- 5.0 Represent (Contractor) at local, state and federal procurement conferences, small and minority business associations, industry-sponsored trade fairs, and identify and counsel SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs capable of competing for (Contractor) procurement opportunities.
- 6.0 Represent (Contractor) Organizations as requested, during Supplier Diversity Programs reviews; interface with reviewing agencies and performing organizations to assist in resolving customer and program compliance issues.
- 7.0 Provide liaison to Government and Industry organizations relative to Company Supplier Diversity Program issues and objectives.
- 8.0 Support the acquisition of supplier information; request support disciplines to obtain financial, quality, and equal employment data, and ensure such information is included in the Company Supplier Directory on an annual basis.
- 9.0 Coordinate the annual Small Business Subcontractor of the Year Program, the National Minority Supplier of the Year Program, and other supplier and buyer recognition programs in support of the (Contractor)'s Supplier Diversity Program.
- 10.0 Oversee training efforts and implementation of initiatives in support of (Contractor)'s Supplier Diversity Program.
- 11.0 Advise (Contractor) executives and Supply Chain Management Leadership of any matter that could impair accomplishment of goals and initiatives specified in this comprehensive subcontracting plan.

B. PROGRAM ADMINISTRATOR

Supplier Diversity Business Unit Leaders

Responsibility for the implementation and administration of this Comprehensive Subcontracting Plan and the Company's Supplier Diversity Programs at the Operation level is vested in the Supplier Diversity Business Unit Leaders SDBLs assisted by a network of Supplier Diversity Advocates. Supplier Diversity Program Offices provide overall guidance and support of

Company efforts to enhance the utilization of SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns.

The duties of Supplier Diversity Business Unit Leaders, and Supplier Diversity Advocates shall include, but not be limited to the following:

- a) Attend government, industry, and trade association procurement conferences as requested by the Corporate Liaison Officer as a means of developing and counseling SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI sources.
- b) Provide advocacy and counseling assistance for all small firms interested in doing business with (Contractor).
- c) Provide guidance to small businesses in understanding the (Contractor) procurement system. Aid such concerns in competing for purchase awards by locating technical, management, quality, material and/or financial assistance.
- d) Assist in the development of Supplier Diversity Program data for Department of Defense program contract support. Ensure Company and individual contract Supplier Diversity Program goals are communicated throughout respective organizations and that a good faith effort toward meeting those goals is executed.
- e) Prepare and submit program reports and other information requested by the Company Liaison Officer or the Department of Defense.
- f) Provide liaison between Supply Chain Management Organizations, Program Management and other organizations involved in the supply chain process to ensure Supplier Diversity Program goals are met.
- g) Conduct training sessions to ensure appropriate personnel are aware of Supplier Diversity Program regulations and that necessary actions are taken to ensure SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs are afforded an equitable opportunity to compete.
- h) Manage training and implementation of supplier diversity initiatives at the operation level. Aid management in structuring SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs subcontracting goals.
- i) Provide support and assistance to small businesses in resolving problems and issues that preclude or impair doing business with (Contractor). **Prompt payment and invoice dispute resolution is included in category of assistance.**
- j) Bring to Supply Chain Management's attention any matter that could impair the accomplishment of goals and initiatives specified in this plan.

VII. Small Business Improvement Initiatives

Following the Department of Defense Office of Small and Disadvantaged Business Utilization's recommendation, (Contractor) has identified the following initiatives to improve performance in small business categories wherein goals have not been achieved. These initiatives have been developed to both improve (Contractor)'s performance in specific small business categories and ultimately provide benefit to the Department of Defense. Supplier Diversity Business Unit

Leaders will continue to function as the lead advocate for individual initiatives. In conjunction with the Corporate Supplier Diversity Director and through cross-functional activities, these lead advocates will assure the plan initiatives are accomplished.

Initiative to Increase Opportunities for HBCU/MI

Using the backdrop of the Government's Homeland Security Initiatives, (Contractor) will initiate strategic alliances with at least two HBCUs/MI to collaborate on Homeland Security programs. These collaborations will include opportunities for research and development as well as non-traditional roles for HBCU/MI participation. (Contractor) will work closely with DoD as well as other Government Agencies to identify potential HBCU/MI participants.

Successful completion of this initiative will:

- A: Provide more viable participants in the continuing war on terrorism.
- B: Expand HBCU/MI roles in tying real life applications to academic exercises.
- C: Increase HBCU/MI capabilities to the Department of Defense and other Government Agencies as direct contractors.

This will be a (Contractor) Corporate – Wide effort. Activity will be captured at the Business level and rolled into the Company – Wide accomplishments. The CLO will be the focal point.

Initiative to Facilitate SDB/WOSB Collaboration

Strategic sourcing and downsizing the supply base remains on the high priority list to increase (Contractor)'s competitiveness. (Contractor), along with the rest of the aerospace and defense contractors, continue to advise small disadvantaged and women owned small businesses to collaborate with other small businesses to capture business opportunities that tend to be too large for single small businesses.

(Contractor) is establishing a SDB/WOSB collaboration tool on the (Contractor) Supplier Diversity Web Site. This tool will provide a secure place for suppliers to pursue teaming, and other collaborative arrangements in pursuit of (Contractor), as well as other contractor opportunities.

Successful completion of this initiative will:

- A: Provide more viable SDB/WOSBs to (Contractor) and other defense contracts
- B: Provide more potential candidates for DoD direct opportunities

This will be a (Contractor) Corporate – Wide effort. Accomplishments / successes through the use of this tool will be tracked at the Business level and rolled into the Company – Wide accomplishments. The CLO will be the focal point.

Initiative to Extend the Value of the Mentor Protégé Program Through (Contractor) Supplier Diversity Knowledge HUB

In an effort to expand the benefits derived from the Department of Defense's investment in the Mentor Protégé Program, (Contractor) is establishing a Knowledge HUB on the (Contractor) Supplier Diversity Web Site. This Site will be used to distribute information and lessons learned through previous and existing mentor protégé relationships. It will allow proteges as

well as mentor protégé managers to share information with each other relative to best practices and pitfalls (not-so-best practices) relative to mentor/protégé relationships. The site will also provide links to (Contractor), government, and other private industry training presentations and materials.

Successful accomplishment of this initiative will:

A: Allow more suppliers to benefit from the knowledge and relationships derived from the DoD's investment in the Mentor Protégé Program

B: Provide a forum for continuing the learning processes initiated through mentor protégé relationships.

This will be a (Contractor) Corporate – Wide effort. Accomplishments / successes through activity conducted through the Knowledge HUB will be tracked at the Business level and rolled into the Company – Wide accomplishments. The CLO will be the focal point.

Initiative to Develop SDB/WOSBs through the use of (Contractor) Six Sigma

(Contractor) has tracked continued success in program and process improvements through the use of (Contractor) Six Sigma. (Contractor) has committed to use (Contractor) Six Sigma to drive similar levels of improvement through the (Contractor) Supply Chain. Suppliers that are selected to participate in (Contractor) Six Sigma will invariably become better suppliers to (Contractor) and the DoD and increase their competitive position within their respective industries.

(Contractor)'s Six Sigma for suppliers roll out process will consist of a plan to include small disadvantaged and women owned small businesses. (Contractor) is committing to include at least one small disadvantaged and one woman owned small business during the initial phase of the (Contractor) Six Sigma for supplier's deployment.

Successful accomplishment of this initiative will:

A: Provide a systemic method for improving SDB and WOSB suppliers participating on (Contractor) programs.

B: Provide better SDBs and WOSBs for participation on direct DoD programs.

C: Help reduce costs and deliver performance improvements for (Contractor) and the Department of Defense.

This will be a Corporate driven effort. (Contractor) Six Sigma deployment with SDBs and WOSB will be tracked at the Business level and rolled into the Company – Wide accomplishments. The CLO will be the focal point.

Additional Plan Initiatives

(Contractor) remains committed to demonstrating the effectiveness of the comprehensive approach to enhancing opportunities for the small business community. In that regard (Contractor) will continue the following initiatives:

Mentor/Protégé Program

(Contractor) has been an active participant in the DOD sponsored Mentor-Protégé Program since its inception. (Contractor), and its former organizations, has been the recipient of five Prestigious Nunn Perry Awards. The following listing represents (Contractor)'s Mentor Protégé Agreement activity.

Current Agreements	
Kuchera Defense Systems/IDS	Enser Inc/MS
Program has been modified and extended	Navy funded
Tampa Brass/IDS	Basic Electronics/IDS
Navy funded	Navy funded
Miratek / IIS	Geologics / IIS
NIMA Funded	"Credit Only"
Former Agreements	
KW Microwave	McDonald Technology
Lau Technologies	Minco Technology
Valley Enterprises	Balo Precision Parts
Advanced Composite Technology	Apex Technology Incorporated
Herotek	Tamsco
JCA Industries	Paravant Computer
Technology Research Institute	Summa Technology /ES
RS Information Systems, Inc./C3I	Choctaw Nation/ES
Integrated Management Services Inc./ES	

(Contractor) is currently pursuing two new mentor protégé agreements that are waiting funding or approval. Cytec which will be funded through the Department of the Army, Cristek which will be funded through the Department of the Navy. (Contractor) has is also pursuing a new "credit only" agreements with Banneker Industries. Updates on these agreements will be reported quarterly.

Efforts to increase Opportunities for Native American and Tribal Owned Businesses

(Contractor) committed \$48,525,718 to Native American and Tribal-Owned Businesses during Fiscal Year 2002. This represents 3.4% of the total commitments to small businesses and 19.6% of the total commitments to small disadvantaged businesses. The recipients of these subcontract awards were:

• Arctic Slope	• Aircraft & Commercial Enterprises
• Cherokee Nations	• Choctaw Manufacturing Inc.
• Fort Defiance	• Indian Aerospace Inc.
• Savage Precision Fabrication	• NAPI
• Savage Precision Fabrication	• Spirit Electronics

(Contractor) will continue to pursue opportunities for Native American owned businesses. Progress on these efforts will be tracked quarterly.

HUB Zone

(Contractor) will continue to identify qualified and qualifiable small businesses located in Hub Zones for consideration and participation in contracting opportunities that support the Department of Defense. (Contractor) is also working with the North East Small Business Council on a special task team established to increase subcontracting opportunities for small businesses located in HUB Zones. Acknowledgement of this team was recorded into the Congressional Record on May 23, 2000. Efforts are currently underway to replicate this effort in other parts of the Country.

Establish a System to Address Small Business Complaints Regarding Prompt Payment

In addition to (Contractor)'s general compliance with the Federally Legislated Small Business Prompt Payment Act. Supplier Diversity Advocates, assigned to each purchasing organization will assist small businesses that are having difficulty receiving payment for products or services. Supplier Diversity Business Unit Leaders will assist the local operations, if necessary in resolving small business payment disputes.

VIII. Source Identification

(Contractor)'s supplier diversity advocates assist in identifying qualified and qualifiable SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB concerns as potential sources for participation in procurement opportunities. Commonly used resources include:

- U.S. Small Business Administrations Pro Net System
- National Regional Purchasing Councils Certified Supplier Listings
- An Inventory of the Capabilities of the HBCU and MIs
- The (Contractor) SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB Business Listings
- SOMBWA an on-line listing of women owned small businesses
- Diversity Information Resources Directory
- Various directories from advocacy and trade associations
- Procurement technical assistance centers

IX. EFFORTS FOR ENSURING EQUITABLE PARTICIPATION

A special effort is made to identify and facilitate procurement opportunities, solicit, and fairly consider SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns for subcontracting. To this end:

- k) Solicitations, time periods for bidding, and delivery schedules are set to SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs to compete.
- 12.0 Requirements are reviewed, consistent with sound business practices, for possible breakout for procurement from SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns.
- 13.0 Make-or-buy deliberations include adequate and timely consideration of SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs capabilities.

- 14.0 Development work, likely to lead to production, is examined for possible placement with SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns.
- 15.0 Specifications, drawings, and other relevant data are made available so that qualified SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns may equitably compete and prepare bids.
- 16.0 To the extent possible and ethical, counseling or other forms of assistance is given to help SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs obtain awards for which they can qualify. Supportive relations are maintained with such suppliers throughout contract performance.
- 17.0 When appropriate, competition may be restricted to qualified SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs.

Through the Supply Chain Management Process decisive efforts are taken to identify and facilitate opportunities, which enhance participation of SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns to compete for procurement awards. Efforts undertaken by source selection teams to solicit and fairly consider SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs for procurements vary among programs, commodity markets, technologies and the available industrial base. Changes in the market place and other conditions that beset the Company dictate practical alternatives available in utilizing SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI firms. The following presents options for consideration:

- l) Ensure small business firms are considered fairly when manufacture or purchase decisions are made for components required in development or production of major subsystems.
- m) Examine development work likely to lead to production and make available specifications, drawings, and other relevant data to assist qualified SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI firms in preparing bids.
- n) Identify sole and single source items normally procured from large businesses and ascertain the feasibility of acquiring such items from SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns via alternate source development procedures.
- o) Evaluate products developed by SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI firms for possible application in systems designed and produced by the Company.
- p) Make available to inquiring SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI firms in appropriate circumstances information about Company patents so that they may evaluate the market and business potential of entering into a licensing agreement.
- q) Sponsor on-premise opportunities for the technical community to evaluate the products and services of SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs for utilization in government contracting opportunities.

- r) Consider progress or milestone payment provisions in subcontracts awarded to small concerns whenever a heavy investment is required by them in the performance of work scheduled over a prolonged period of time.
- s) Provide assistance when appropriate to assist SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI firms confronted with difficult problems that threaten their ability to perform subcontracts as an effort to avoid potential termination proceedings.
- t) When appropriate, provide Company-owned tooling and test equipment to SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI firms to enable them to perform work in accordance with engineering drawings and specifications.
- u) Assist SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI firms encountering difficulty in obtaining needed materials for the performance of subcontract work.
- v) Establish SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI business commitment award goals for buyers or organizational entities based upon goals structured and allocated by the Corporate Liaison Officer to operating departments.
- w) Support the U.S. Small Business Administration and the Department of Commerce in their National Subcontractor of the Year Programs so that SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI firms may be properly acknowledged for their contributions to defense and other federal program efforts.

X. SUPPLIER RECOGNITION

(Contractor) utilizes its leadership role in TRIAD, the National Minority Supplier Development Council, which Dan Burnham is the chairman, the MED Week Planning Committee, and the U S Small Business Procurement Conference Planning Committee to assure consistent efforts are directed to supplier recognition. SDAs are encouraged to work with their SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs, to develop candidates that can be recommended for these association awards. (Contractor) subcontractors have consistently been selected as SBA Regional Subcontractor of the Year awardees. (Contractor) has also enjoyed the distinct pleasure of nominating two SBA National Subcontractor of the Year awardees.

These accomplishments are taken very seriously throughout (Contractor). Annual celebrations include recognition ceremonies in Washington DC with the Supplier Diversity Executive and other Company Executives. The nominating buyer and SDA are included in these recognition ceremonies. (Contractor) holds a Corporate Supplier Diversity Awards Ceremony, where in purchasing activities with diversity suppliers is recognized by (Contractor)'s CEO, other members of the leadership team and customers. Additional supplier and buyer recognition activities are held through out (Contractor).

XI. RECORD KEEPING

(Contractor) utilizes automated supplier information systems, which capture data, regarding solicitations to business categories by the following size classifications small businesses, small disadvantaged businesses, women owned small businesses, small businesses located in HUB zones, small businesses owned by veterans and services disabled veterans, as well as large businesses, foreign owned businesses, and non-profit businesses.

This information is available for all materials purchased direct to each prime contract. Procurement history is available on all awards made to these firms. Supply Chain Management organizations document specific efforts to identify and award subcontracts to SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs. The Company's computerized supplier information system is available to all procurement, finance, and quality personnel. (Contractor) will maintain the following procurement activity records.

- x) (Contractor) will maintain records on all subcontract solicitations over \$100,000 indicating on each solicitation: (a) whether small business was solicited and if not, why not; (b) whether small disadvantaged business was solicited and if not, why not; (c) whether women-owned small business was solicited and if not, why not; (d) whether small business located in HUB zone was solicited and if not, why not; (e) whether veteran, or service disabled veteran owned small business was solicited and if not, why not and (f) reasons for awarding the subcontract to other than responding small businesses.
- y) (Contractor) will maintain records regarding the name, address, and size status of all subcontractors.
- z) (Contractor) will maintain records regarding trade associations; business development organizations; conferences and trade fairs to locate SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI sources.
- aa)(Contractor) will maintain records of internal guidance and encouragement provided to buyers through workshops, seminars, training etc. as well as records showing company program requirements.

XII. REPORTS

Company-wide Supplier Diversity Program performance will be reported as required by Federal Acquisition Regulations (using "Standard Form 295") in accordance with instructions on the form and DFARS 252.219-7015. "Small Business and Small Disadvantaged Business Subcontracting Plan (Defense FAR Supplement Deviation). The (Contractor) Chief Executive Officer (or designee) will sign this report. An attachment will be included with the SF 295 identifying performance by operating sites. Supplemental information will be provided to address the DoD Comprehensive Subcontracting Plan Participant Initiatives and performance against the Selected Industry Category Goals.

Each supply chain management organization's achievements, based on government business data accumulated on total procurements from SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MI concerns, is consolidated and reported on a quarterly basis to (Contractor) Executive Management and the (Contractor) DCMA representative. (Contractor) agrees to cooperate in inquiries and studies the contracting agency, the U.S. Small Business Administration, and other government agencies may require in determining compliance with this subcontracting plan.

XIII. FLOW-DOWN REQUIREMENTS

(Contractor) incorporates the following provisions in all government subcontracts that include subcontracting possibilities. Federal Acquisition Regulation Clause 52.219-8 entitled

"Utilization of Small Business Concerns"; Federal Acquisition Regulation Clause 52.219-9 entitled "Small Business Subcontracting Plan", the clause at DFARS 252-219-1003 Small Business and Small Disadvantaged Business Subcontracting Plan are applicable to all purchase orders and subcontracts issued in support of (DoD) contracts.

XIV. OUTREACH/PUBLICIZING SUBCONTRACT OPPORTUNITIES

(Contractor) publicizes prospective subcontract opportunities by participating in federal procurement conferences, trade fairs, industry conferences and related functions; Presentations to local organizations such as chambers of commerce, regional minority purchasing councils and small business development centers. Provide additional avenues to publicized opportunities.

Supplier registrations, access to specific procurement opportunities and information on E-Procurement is available on the (Contractor) Website.

The network of Supplier Diversity Advocates, through the CLO and SBLO leadership, represent (Contractor) through nationwide outreach and advocacy activities. This network is trained to address supply chain concerns and procurement opportunities for all (Contractor) operations. This approach to outreach maximizes the quantity and quality of information provided to the SB, SDB, WOSB, and SBHZ, VOSB, SDVOSB, and HBCU/MIs concerns.

Buyers, engineers, and other end users of purchased goods and services have access to all categories of small businesses that register on (Contractor)'s Supplier Diversity web site.

XV. SUPPLIER DIVERSITY TRAINING

Standardized training materials and processes are being implemented to provide in-depth presentations on the requirements of Public Laws 101-189, 95-507, 99-661, 100-180, 100-656, 103-355, 105-135 and 106-50 alert all company organizations of the contractual impact of these laws. These presentations, will replace the existing training materials and will be used throughout (Contractor) to train management, first level supervision, stimulate buyer participation and obtain feedback on accomplishments. (Contractor)'s external training program includes participation in seminars trade fairs and workshops where (Contractor) Procurement Processes can be discussed. Information on the Supplier Diversity Advocacy Network and the Supply Chain Management Process is provided during these sessions.

Along with the new training materials, many of the businesses are establishing Supplier Diversity Councils to address (Contractor)'s overall Supplier Diversity Initiatives (extends beyond the small business program).

GLOSSARY OF DEFINITIONS

Affiliates: Business concerns are defined as affiliates if, directly or indirectly, either one controls or has the power to control the other; or another concern controls or has the power to control both. This includes common ownership, common management, and contractual relationships. Any business entity may be found to be an affiliate, whether or not it is organized for profit or located in the United States.

Annual Receipts means gross income of a concern and its domestic and foreign affiliates from sales of products and services and/or interest, rent, fees, and commissions from whatever other source derived for its most recently completed fiscal year, less returns, allowances, sales of fixed assets, and inter-affiliate transactions.

Average Annual Receipts mean, for the purpose of size standards, annual receipts averaged over three continuous years. For a concern in business less than three years, they are computed by determining average weekly receipts for the period in which it has been in business, multiplying by 52.

Company Percentage Goals are structured using all purchased materials and services whether direct or indirect in nature. Such goals are calculated and apportioned to operating organizations on an annual basis by the Corporate Liaison Officer and have no bearing on a specific customer contract.

Contractual Percentage Goals are structured using only identifiable materials and services, which are chargeable directly to a specific customer contract or higher-tier subcontract. Normally, contractual goals represent a smaller percentage than Company goals because calculations exclude indirect materials, capital items, and inventoried materials.

Controlled is defined as exercising the power to make policy decisions.

Disadvantaged means a small, domestic concern which, including domestic and foreign divisions, subsidiaries, and affiliates, is at least 51 per cent owned by one or more socially and economically disadvantaged individuals; or in the case of a publicly-owned business, at least 51 per cent of the stock is owned by one or more such individuals, and whose management and daily business operations are controlled by one or more such individuals. Socially and economically disadvantaged individuals include Black Americans who are U.S. citizens; Hispanic Americans who are U.S. citizens and whose ancestry and culture are rooted in South America, Central America, Mexico, Cuba, the Dominican Republic, Puerto Rico, Spain or Portugal; Native Americans i.e. American Indians, Eskimos, Aleuts or Native Hawaiians; Asian Pacific Americans who are U.S. citizens whose origins are from Japan, China, The Philippines, Vietnam, Korea, Samoa, Guam, U.S. Trust Territory or the Pacific Islands, Northern Mariana Islands, Laos, Cambodia, or Taiwan; Subcontinent Asian Americans (formerly Asian Indian Americans) who are U.S. citizens whose origins are from India, Pakistan, Bangladesh, or Sri-Lanka; and any other individual/concern currently certified for participation in the Section 8 (a) Small Business Administration Program.

SBA SDB Certification Requirement

(Contractor) will comply, with the Federal Regulation for SDBs to be certified and listed in Pro Net to qualify for categorization as SDBs in Government Contracting. This

distinction will be made on new government contracts, issued after October 1, 1999, which contain individual subcontracting plans.

Foreign means any concern whose principal base of operation is located outside the 50 United States, its territories, and possessions.

Historically Black Colleges and Universities (HBCU) means institutions determined by the Secretary of Education to meet the requirements of 34 Code of Federal Regulations (CFR) Section 608.2. Must be a college or university established for black education and not as a result of changing demographics.

Large means any business concerns not categorized as "Small" in 13 CFR Section 121, Small Business Size Standards.

Minority Institutions (MIs) means institutions meeting the requirements of 34 CFR Section 607.2. This also includes any non-profit research institution that was an integral part of an HBCU before 14 November 1986.

Non-Profit means any organization not conducted or maintained for the purpose of making a profit. Included in this category are sheltered workshops, universities, colleges, and local, state, and Federal governments.

Operated is defined as actively involved in day-to-day management. Publicly owned businesses, joint stock associations, and business trusts are exempt from this definition.

NAICS the North American Industrial Classification System. To be used in place of the Suppliers Industrial Classification for determining size standards in performance of government contracts. Use effective October 1, 2000.

SIC Code is Suppliers Industrial Classification per 13 CFR Part 121, Small Business Size Standards.

Small means a domestic firm, including its affiliates, that is independently owned and operated, is not dominant in its field, and has been categorized by the United States Small Business Administration as "Small" in accordance with 13 CFR Part 121, Small Business Size Standards.

HUB Zone small businesses certified in PRO Net as meeting the requirements defined in the HUB Zone Act of 1997.

Supplier Diversity Advocate (SDA) The individual appointed by business unit supply chain management to provide overall guidance and support of Company supplier diversity efforts and compliance with socioeconomic program requirements in government contracting.

Subcontract is any agreement entered into by a prime contractor or subcontractor for materials, supplies or services, other than personal in nature, required to support the performance of a U.S. Government contract.

Woman-owned means a small, domestic concern which, including domestic and foreign divisions, subsidiaries, and affiliates, is at least 51 per cent owned, controlled, and operated by a woman or women, and is not dominant in its field of operation.

Veteran-owned means a small, domestic concern which, including domestic and foreign divisions, subsidiaries, and affiliates, is at least 51 per cent owned, controlled,

and operated by one or more veterans. Or, in the case of any publicly owned business, not less than 51 percent of the stock is owned by one or more veterans.

Service-disabled veteran-owned means a small, domestic concern which, including domestic and foreign divisions, subsidiaries, and affiliates, is at least 51 per cent owned, controlled, and operated by one or more service-disabled veterans. Or, in the case of any publicly owned business, not less than 51 percent of the stock is owned by one or more service-disabled veterans.

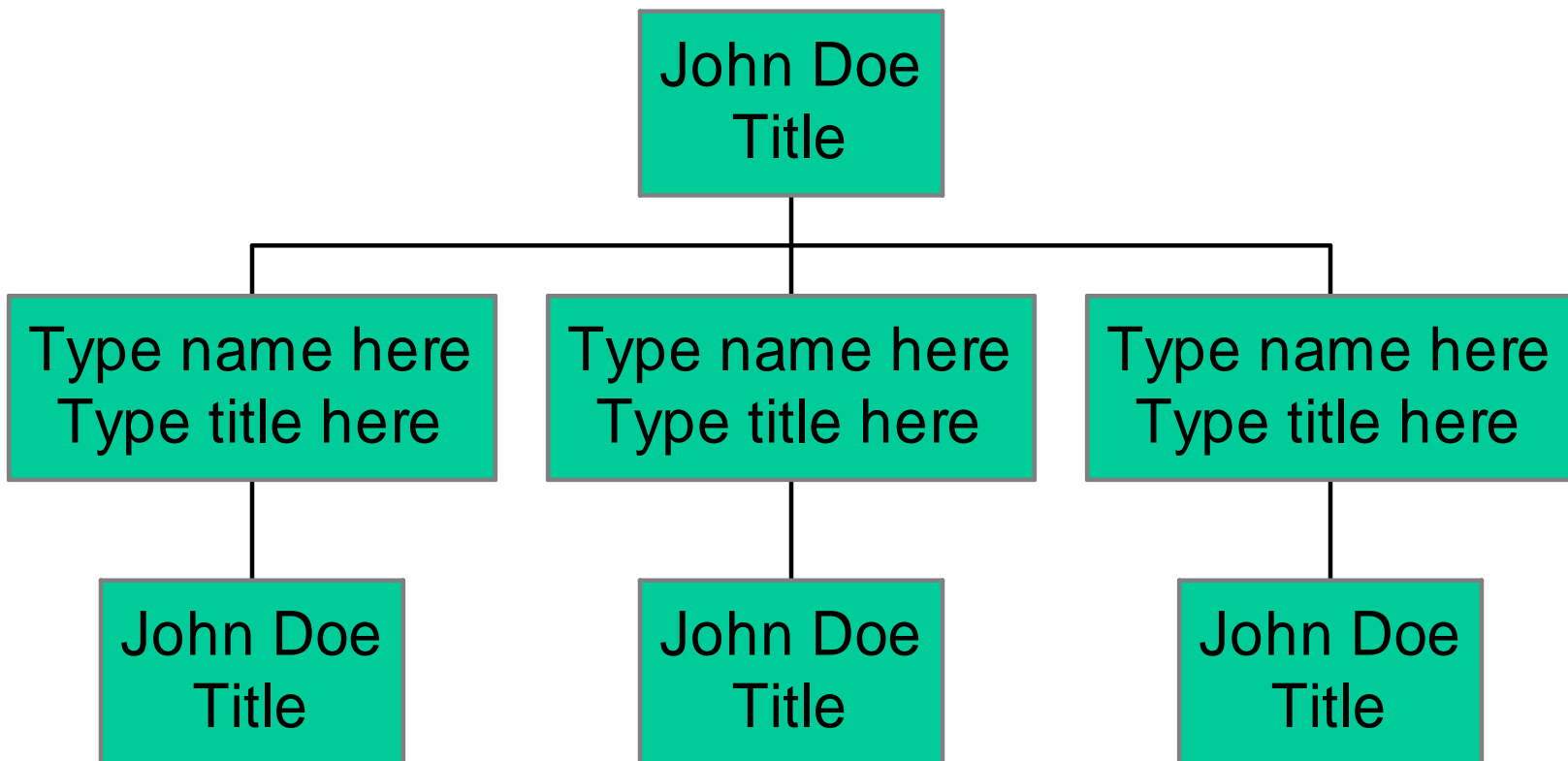
Exhibit 1. (Contractor) Organization Chart

Exhibit 2. (Contractor) Supply Chain Management Organization Chart

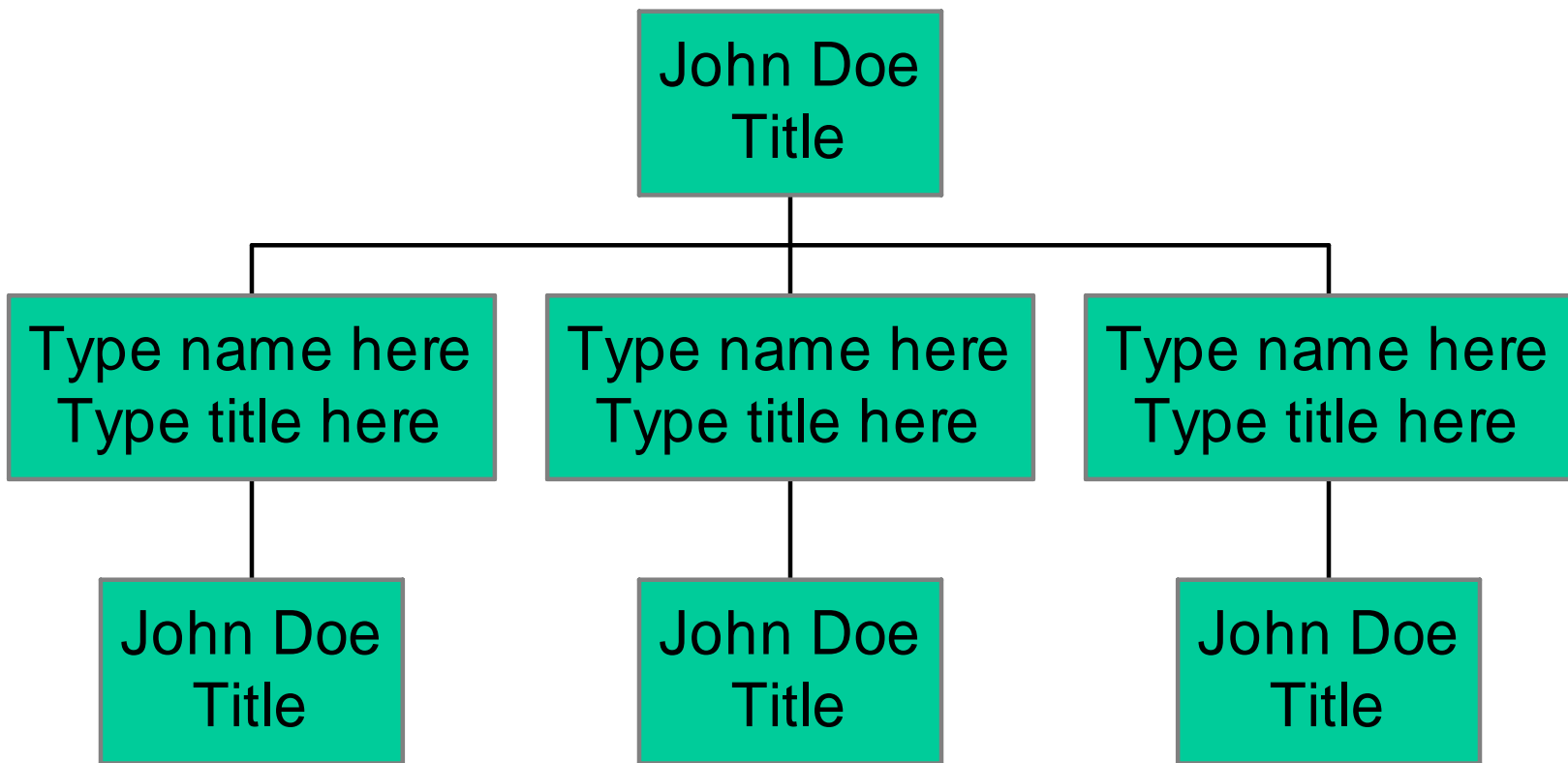


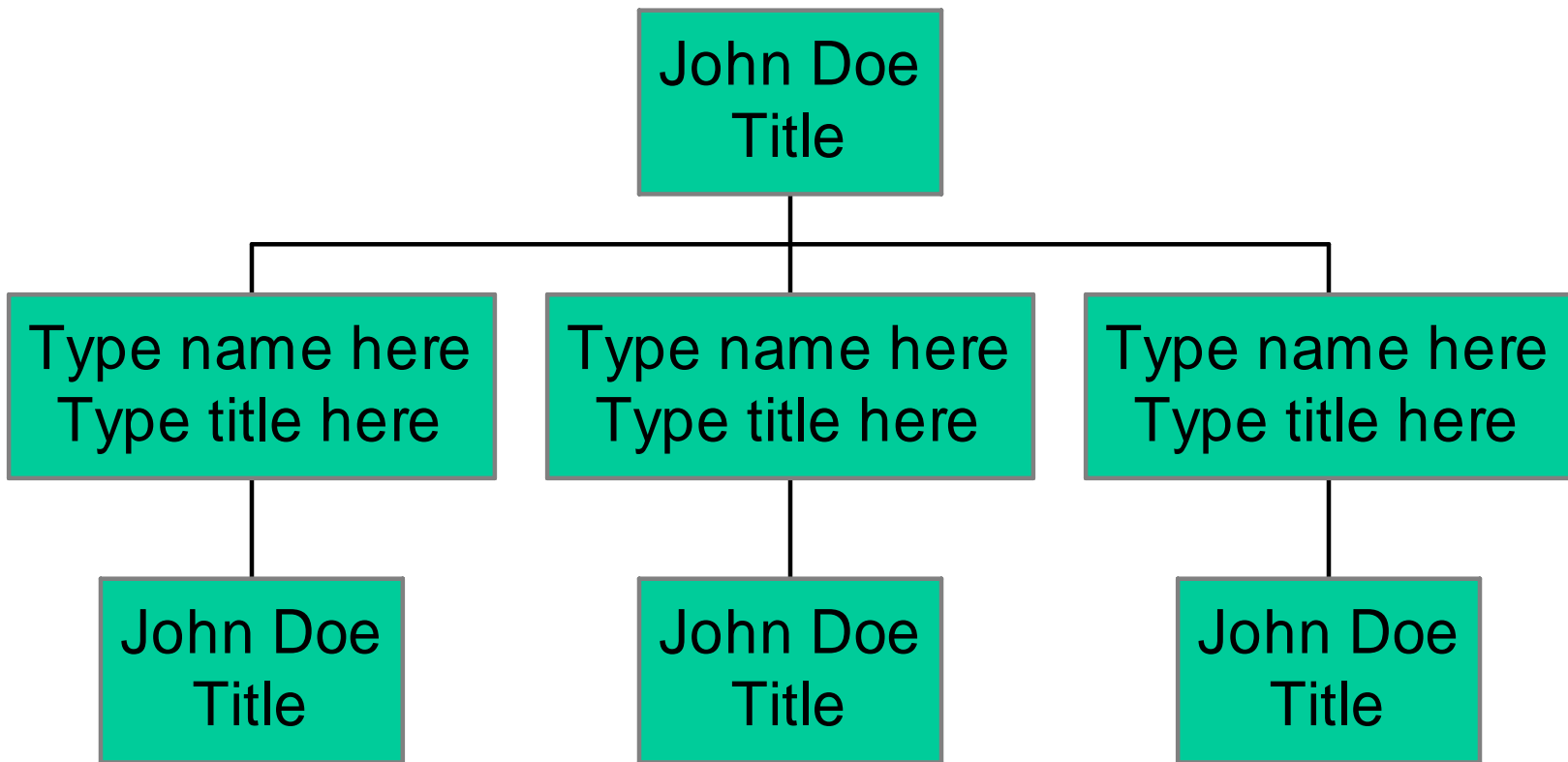
Exhibit 3. (Contractor) Supplier Diversity Organization Chart

Exhibit 4. (Contractor) Supplier Diversity Past Performance

1996		SDB		WOSB		SB		HB		LB	TB
RES	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
E-Sys Gar	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
E-Sys Gre	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
RTIS	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
RHAC	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
TOTAL	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0

1997		SDB		WOSB		SB		HB		LB	TB
RES	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
E-Sys Gar	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
E-Sys Gre	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
RTIS	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
RHAC	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
TOTAL	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0

1998		SDB		WOSB		SB		HB		LB	TB
RES	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
E-Sys Gar	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
E-Sys Gre	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
RTIS	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
RHAC	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
TOTAL	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0

RAC		SDB		WOSB		SB		HB		LB	TB
1996	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
1997	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
1998	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0

1999		SDB		WOSB		SB		HB		LB	TB
RSC	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
RE&C	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
RAC	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
TOTAL	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0

2000		SDB		WOSB		SB		HB		LB	TB
RC	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
TOTAL											

2001		SDB		WOSB		SB		HB		LB	TB
RC	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
TOTAL											

2002		SDB		WOSB		SB		HB		LB	TB
RC	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	\$0
TOTAL											

Exhibit 5. (Contractor) Supplier Diversity FY2003 Goal Projections

BUS UNIT	SMALL BUSINESS	%	LARGE BUSINESS	%	TOTAL BUSINESS	SDB	%	HBCU	%	WOSB	%	VOSB	%	SDVOSB	%	HUBZONE	%
UNIT																	
UNIT																	
UNIT																	
TOTAL																	
CONTRACTOR																	
UNIT																	
UNIT																	
UNIT																	
TOTAL																	
CONTRACTOR																	

(CONTRACTOR) INSERT CONTRACTOR NAME HERE			
John Doe	Business Unit Leader	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
(CONTRACTOR) INSERT CONTRACTOR NAME HERE			
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
(CONTRACTOR) INSERT CONTRACTOR NAME HERE			
John Doe	Business Unit Leader	Phone Number	Email Address
(CONTRACTOR) INSERT CONTRACTOR NAME HERE			
John Doe	Business Unit Leader	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
John Doe	City, State	Phone Number	Email Address
(CONTRACTOR) INSERT CONTRACTOR NAME HERE			
John Doe	City, State	Phone Number	Email Address
(CONTRACTOR) INSERT CONTRACTOR NAME HERE			
John Doe	City, State	Phone Number	Email Address
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John Doe	City, State	Phone Number	Email Address
(CONTRACTOR) INSERT CONTRACTOR NAME HERE			
John Doe	City, State	Phone Number	Email Address